



HM Prison &
Probation Service

Action Plan: HMP Peterborough (Men)

Action Plan Submitted: 22nd May 2024

A Response to the HMIP Inspection: 8th – 18th January 2024

Report Published: 9th April 2024

INTRODUCTION

HM Inspectorate of Prisons (HMIP) and HM Inspectorate of Probation for England and Wales are independent inspectorates which provide scrutiny of the conditions for, and treatment of prisoners and offenders. They report their findings for prisons, Young Offender Institutions, and effectiveness of the work of probation, and youth offending services across England and Wales to Ministry of Justice (MoJ) and His Majesty's Prison and Probation Service (HMPPS). In response to the report HMPPS / MoJ are required to draft a robust and timely action plan to address the priority and key concerns. Action plans provide specific steps and actions to address the priority and key concerns, that are clear, outcome focussed, measurable, achievable, and relevant with the owner and timescale of each step clearly identified. Action plans are sent to HMIP and published on the GOV.UK website. Progress against the implementation and delivery of the action plans will also be monitored and reported on.



ACTION PLAN: HMIP REPORT

ESTABLISHMENT: HMP Peterborough (Men)

1. Concern No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Priority concerns			
1	About a third of officers were typically unavailable for duty. The regime was consequently often cancelled or curtailed, leading to too many prisoners being locked up during the core working day.	<p>The Deputy Director will ensure that vacancies, recruitment, and non-effectives within operational grades are managed efficiently and effectively, to ensure that staffing levels can reliably deliver a full regime.</p> <p>A new Occupational Health provider has been commissioned. This will allow for prompt return of reports, which will enable leaders to appropriately and efficiently care and support staff and colleagues' wellbeing.</p> <p>The learning and development (L&D) team has been revamped with the employment of two tutors and two learner coaches, who all be in post by August 2024. This will offer extra support to staff members and help improve retention rates.</p> <p>The regime management planning (RMP) will be reviewed to ensure the meeting is purposeful and effectively manages the available resources to maximise regime delivery. A daily RMP meeting will review the core day requirements and the regime content, in accordance with the staffing levels for the day to maximise the regime delivery levels. This will include, but not limited to, effective resourcing that will maximise prisoners' time out of cell and attendance at purposeful activities.</p>	<p>Director</p> <p>Director</p> <p>Director</p> <p>Director</p>	<p>July 2024</p> <p>Completed</p> <p>August 2024</p> <p>June 2024</p>



2	<p>Illicit substances were far too easy to access, undermining safety, well-being and rehabilitation. In our survey, a third of prisoners said it was easy to get hold of drugs and a quarter of all random drug test results had been positive in the last year.</p>	<p>The Head of Security will revise the Drug Strategy and collaborate closely with Healthcare, Residence, and Safer Custody during the implementation stages to ensure a comprehensive approach to restricting supply, reducing demand, and promoting recovery. This will involve developing a meaningful regime and engaging in purposeful activities.</p>	Director	July 2024
		<p>The recruitment of two drug coordinators will focus on the needs of prisoners on both sites while implementing the requirements of the drugs strategy, including engaging with prisoners through consultation to identify the issues and address these in regard to reduction and recovery.</p>	Director	July 2024
		<p>The new drug coordinators will introduce a new initiative where prisoners are trained and utilised as peer mentors who offer meaningful and appropriate support to those who want to engage in abstinence.</p>	Director	July 2024
		<p>The Incentivised Substance Free Living (ISFL) units will be introduced and further developed to collaborate closely with partners such as Healthcare and Recovery, as well as engage in 'through the gate' provision including Narcotics Anonymous and Alcoholics Anonymous.</p>	Director	June 2024
		<p>The prison's Corruption Leads are working closely with the police for prosecutions with throw overs and drone activity. The Regional Corruption Prevention team is partnering with the prison's Corruption Leads to prevent staff involvement in corrupt activities and take appropriate action against those who engage in such behaviour and maintain open communication through comprehensive staff briefings. Support will be provided to individuals identified as vulnerable or at risk.</p>	Director	June 2024
		<p>HMP Peterborough will receive a Diagnostic Support Visit from HMPPS Substance Misuse Group (SMG), to support the prison to</p>	SMG, Deputy Director	July 2024



		strengthen their Drug Strategy. Prior to the visit the SMG Operational Response Meeting will draw together key stakeholders to examine relevant data, concerns, and risks to ensure support targets priority areas for improvement.		
3	Not all prisoners had a second health needs assessment within a week of arriving at the prison. This meant additional risks and treatment needs were not being identified or addressed.	<p>Clinical Managers at the prison now have full oversight of the secondary screenings, and these lists are reviewed daily by the Clinical Managers to enable full oversight of health risks and ensures that additional clinical needs are recognised and addressed.</p> <p>The healthcare provider, Northamptonshire Healthcare Foundation Trust (NHFT), has commenced daily triage on the wings for all prisoners needing secondary screenings.</p> <p>A DNA (did not attend) log of non-attendance for secondary screening is maintained and screened. There is also now access to 'ad-hoc' clinic slots for the completion of secondary screening to support the risk of further DNAs by prisoners.</p> <p>In addition to primary care secondary screening, Substance Misuse Service staff are also holding secondary screening clinics, specifically for those identified at reception as requiring substance misuse needs.</p>	<p>Northamptonshire Healthcare Foundation Trust (NHFT)</p> <p>NHFT</p> <p>NHFT</p> <p>NHFT</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>
4	The management of those arriving at the prison with drug and alcohol problems was not robust. Prisoners arriving late in the evening experienced delays in accessing their medication. Overnight clinical observations and monitoring were inconsistent.	<p>All late arrivals are assessed by the night nurse and are added to a GP list to be assessed the following morning and support on-going medication prescribing.</p> <p>NHFT has now implemented immediate access to Controlled Drugs and symptomatic relief for patients arriving late. In addition, there is now access to Out of Hours stock medication (including Controlled Drugs) in healthcare, to avoid any delays in patient access to medication.</p>	<p>Northamptonshire Healthcare Foundation Trust</p> <p>NHFT</p>	<p>Completed</p> <p>Completed</p>



		A daily audit of 'overnight clinical observations' conducted by Clinical Managers, who also oversee a daily handover and allocate resources based on clinical needs and associated overnight observations.	NHFT	June 2024
5	There was insufficient education, skills and work to meet the needs of the population. This limited prisoners' preparation for employment on release and too many others were engaged in work which had no formal training, was too easy and did not develop employability skills.	<p>Increase offer in Employment Skills and Work by the development of an Annual Delivery Plan that supports the needs of the prisoners considering Local Market Information and scale of need.</p> <p>The structure of the education department has been changed to ensure that maximum provision is achieved to increase prisoner learning, this includes the addition of teaching roles. These positions are currently being recruited for and once roles are filled, this will increase available places.</p> <p>The Prison Employment Leads are working with local and national third-party businesses to develop relationships which will lead to employment on release. Recognised industry qualifications which match the market information in the areas where prisoners are released, will support further progression.</p> <p>Additional roles have been identified and funding secured to increase the number of available prisoners' workplaces on the wings, including Industrial Cleaning. These teaching positions will be recruited for and will ensure that those who work on wings are suitably qualified and offered progression.</p> <p>The introduction of Small Firms Enterprise Development Initiative Qualification enables prisoners on short sentences (or remand) to maximise employability skills. This qualification is delivered through contextualised Maths classes that support employability by achieving a business qualification whilst undertaking a key skill.</p> <p>An additional Information Advice and Guidance (IAG) tutor will be recruited to meet the needs of prisoners who require curriculum</p>	<p>Director</p> <p>Director</p> <p>Director</p> <p>Director</p> <p>Director</p> <p>Director</p>	<p>June 2024</p> <p>August 2024</p> <p>July 2024</p> <p>August 2024</p> <p>June 2024</p> <p>July 2024</p>



		vitae (CV) writing skills and the ability to utilise and navigate the Virtual Campus effectively. This will enable prisoners to access job opportunities, employability courses and driving theory tests.		
6	Resettlement support was too limited. A large proportion of prisoners were excluded from getting any help. The regular housing adviser, for example, had not been on site for over a year and almost a third of prisoners had been released homeless.	<p>A structured training plan has been implemented for new Prison Offender Managers (POMs) to ensure they are able to take the required case load and complete their roles effectively.</p> <p>Each POM will be responsible for managing a caseload of around 30 cases, with a focus on providing support to the significant remand population. This tailored approach will help meet the diverse needs of this population by assigning POMs with specific expertise in areas such as remand, frequent returners, and young people.</p> <p>A Head of Reducing Reoffending has been recruited with a planned start date in June 2024. They will undertake a resettlement needs analysis which will identify and review partnership requirements. They will reinstate the partnership board, review systems and processes to improve housing outcomes. This will be regularly monitored to ensure these measures are sustained and that Probation are meeting the expectations of the Service Level Agreement and the needs of prisoners.</p>	<p>Director</p> <p>Director</p> <p>Director</p>	<p>June 2024</p> <p>June 2024</p> <p>September 2024</p>
	Key Concerns			
7	Work to reduce violence was limited and there were few incentives to reward good behaviour.	<p>The Safety Intervention Meeting (SIM) has been reviewed to update the terms of reference and identify the appropriate attendees. The actions arising from the review and the revamped meetings will be shared, with progress being monitored weekly by the Head of Safer Prisons to ensure that necessary measures are implemented.</p> <p>A tripartite meeting will include representatives from Residence, Security and Safer Prisons to review the previous days violence.</p>	<p>Director</p> <p>Director</p>	<p>Completed</p> <p>June 2024</p>



		<p>Following the meeting, investigations into the incidents of violence and follow up actions will be addressed.</p> <p>The Strategic Safety meeting will be evaluated, as it is currently too process driven. There is a need to ensure that data is scrutinised appropriately, and decisions are evidence based.</p> <p>Feedback from prisoner consultations and best practices/research will be incorporated into a comprehensive Gender-Specific Incentives & Earned Privileges (IEP) review, emphasising incentives over punitive measures.</p>	<p>Director</p> <p>Director</p>	<p>July 2024</p> <p>June 2024</p>
8	<p>Patient safety was being undermined by staff shortages and weaknesses in health care systems. For example, record keeping was poor, not all clinical incidents were being reported and there was a backlog of complaints.</p>	<p>A new audit system has been implemented to examine record keeping, clinical incidents, and complaints.</p> <p>The Trust have reviewed the incident reporting process and have held Datix training and reviews for all staff (monitored in supervision), to support a positive and increased culture of incident reporting.</p> <p>Workforce structure and staffing numbers has been reviewed by the trust. As a consequence, the trust has increased Primary Care and Substance Misuse to ensure maximum use of workforce across pathways, which has led to greater integration of clinical pathways to make more efficient use of posts.</p> <p>Complaints are collected daily from dedicated NFHT complaints boxes in the prison. These are reviewed daily by the Patient Engagement Lead to avoid any further backlog.</p>	<p>Northampton Healthcare Foundation Trust NHFT</p> <p>NHFT</p> <p>NHFT</p>	<p>June 2024</p> <p>July 2024</p> <p>June 2024</p> <p>Completed</p>
9	<p>The quality of teaching and learning was not good enough.</p>	<p>Quality assurance calendar will be developed that identifies necessary Continuous Professional Development (CPD) gaps in teacher knowledge and pedagogy.</p>	<p>Director</p>	<p>July 2024</p>



		<p>Review of schemes of work and sequencing of courses to ensure the intent of the prisoner pathways. This will be quality assured quarterly by managers and feedback given and recorded for teachers identifying Continuous Professional Development need.</p>	Director	July 2024
		<p>Training will be delivered to ensure that new assessment and marking protocols are understood and followed, this will lead to improvements in attainment.</p>	Director	July 2024
		<p>Policy and guidelines will be developed for Work Scrutiny to ensure the quality of learner portfolios meet the expected standards and provide the necessary feedback required to improve pace and challenge within lesson delivery.</p>	Director	June 2024
		<p>Training will be delivered to teachers to ensure that there is measurable and effective Adaptive Teaching. The Deputy Head of Education, Skills & Work will monitor progress and quality assure improvements through lesson observations and learning walks every quarter.</p>	Director	July 2024
		<p>Develop a meaningful Health & Safety induction for workshops to ensure a safe and decent working environment that promotes teaching and learning is achieved.</p>	Director	July 2024
		<p>Joint working with Residence and Education Skills & Work to ensure that all attendance and punctuality are a priority for learners. Data as to the reasons that learner do not attend will be collated and issues identified actioned.</p>	Director	June 2024
		<p>Include the development of Individual Learning Plans and Group Profiles in the Quality Improvement Calendar, which will form an element of individual teachers' performance reviews. Assurance will be completed quarterly by the Deputy Head of Education, Skills & Work through learning walks and lesson observations.</p>	Director	July 2024



		Regular educational meetings will be implemented and one to ones with teachers and their hub managers will take place to manage these developments and offer support.	Director	June 2024
10	There were no structured enrichment or personal development activities apart from education and training courses.	<p>By integrating Personal Social Development delivery into English classes as a contextualised scenario, learners will have the opportunity to attain recognised qualifications in both English and related Professional Social Development courses. An evaluation of attendance, engagement, and outcomes will guide the decision on expanding this approach throughout the education provision.</p> <p>House Block 5 provision for Prisoners Convicted of Sexual Offences will be increased to include additional evening delivery and will include Creative Art.</p> <p>Funding to be sought for the renewal of 'Wayout TV' and the introduction of 'Way2Learn', which will further increase access through in-cell enrichment activities.</p> <p>The Deputy Head of Education, Skills & Work will undertake prisoner consultation which identifies need and interest in enrichment activity. This information will be utilised to develop a meaningful enrichment programme which is gender specific.</p>	<p>Director</p> <p>Director</p> <p>Director</p> <p>Director</p>	<p>June 2024</p> <p>June 2024</p> <p>August 2024</p> <p>August 2024</p>
11	Planning for the release of high-risk prisoners required improvement and better coordination. Not all were reviewed before release and there was too little joint planning between prison and community offender managers.	<p>Review Digital Prison Services (DPS) alerts and processes to ensure information is in date such as High Risk of Serious Harm (HROSH). Awareness sessions will be organised for Prison Offender Managers (POMs) to update their responsibility for current case information, ensuring that information is accurately reflected in DPS alerts.</p> <p>POMs will record details and updates from the Inter-Departmental Risk Management meeting (IRMM) onto DPS and nDelius. This will ensure that accurate information is communicated to the</p>	<p>Director</p> <p>Director</p>	<p>June 2024</p> <p>July 2024</p>



		<p>community teams. Offender Management Unit (OMU) Managers will ensure this is completed through quality assurance checks of DPS.</p> <p>Terms of reference to be reviewed and attendance to be monitored at the IRMM. This will help promote cross-departmental collaboration and awareness to achieve improved engagement and outcomes.</p> <p>Reintroduce the Public Protection Steering Group to ensure the monitoring of the management of HROSH prisoners. An action plan will be developed to ensure the relevant areas are managed and areas of concern addressed.</p> <p>Formally highlight and feedback to HMPPS Digital team towards digital development of enhanced interface between nDelius and DPS (e.g., MAPPA alerts) and the reporting functionality.</p>	<p>Director</p> <p>Director</p> <p>Director</p>	<p>August 2024</p> <p>July 2024</p> <p>June 2024</p>
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